

INVESTOR PRESENTATION

June 2023

PATANJALI[®]

Patanjali Foods Limited

(Formerly known as Ruchi Soya Industries Limited)

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Strategic Choices



Focus on high-margin businesses



Enhancing product portfolio aligned with the evolving consumption trends



Gain market share with our brands through innovation and marketing



Drive growth in the emerging distribution channels



De-risking to manage market volatilities



Create a growth culture and build an organization that is future-ready

Fully Aligned to Emerging Indian Consumption Growth

Share of FMCG in total revenue moved from 7% in FY22 to 20% in FY23 with 72% contribution in overall EBITDA



Edible Oils (₹24,106 Cr)

- One of the large players with annual sales of 1.91 mmt
- 77% Branded sales; one of the leaders in branded Palm oil
- 24 strategically located plants:
 - 3.93 mn mt refining capacity
 - 3.91 mn mt crushing capacity



Palm Plantation (₹1,161 Cr)

- One of the large players with 64,000 hectares under plantation
- Helps to reduce import dependency for palm oil & increasing self-reliance
- Public Private Partnership Business model, allows company to maintain an asset-light business model



FMCG (₹6,218 Cr)

Foods

- 9M revenue of ₹3,953 cr with 18% EBITDA margin
- One of the largest selling marquee brands like Cow Ghee (₹1,206 Cr)

Nutraceuticals

- Well positioned in the fast-growing FMHG* segment
- Strong performance of ₹509 cr with 41% EBITDA margin
- Portfolio of brands with strong R&D

Biscuits

- Large nationally-present player with revenue of ₹1,268 Cr and EBITDA margin of 9%
- One of the leading players in milk biscuit, "Doodh" brand is of ₹826 Cr

Soya Protein

- Revenue ₹488 Cr; sold majorly under 'Nutrela' Brand
- One of the leaders in branded soya chunks market
- High margin business owing to upstream integration



Wind Turbine (₹53 Cr)

- Step towards environment sustainability
- Generated 84.6 MW wind energy operations in 6 states of India
- 17% of energy consumption from renewable sources

Diversified businesses generating value for all stakeholders

Delivering on Performance



Financial performance

- Consistent growth in revenue and profitability



Our commitment to Stakeholders

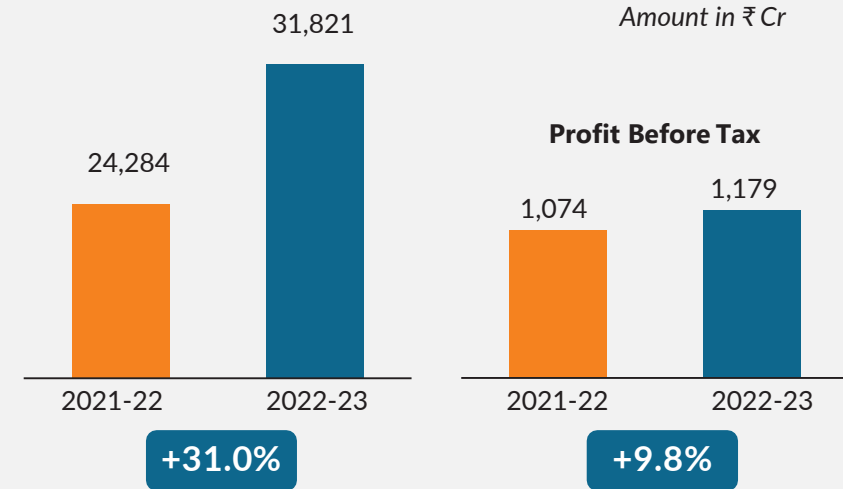
- Became debt-free in 2022
- FMCG share increased to 20%



Business growth

- Edible Oils volumes increased by 21%; Increase in market share to 9%
- Growth momentum in FMCG portfolio
 - Acquired Foods business in July 2022: 9M Revenue – ₹3,875 cr, margin @21%
 - Acquired Biscuits business: Revenue ₹1268 cr (40% y-o-y growth), margin @9%
- High-margin Nutraceutical business grew by 126% to ₹509 Cr with margin @41%
- Rapid Expansion in Plantation business: large area allocations under National Mission on Edible Oil – Oil Palm

Revenue (Total Income)



The Company has successfully come out of the bankruptcy phase post its acquisition by Patanjali Group

Patanjali Transitioning Into Major FMCG Player



FMCG

- Driving emerging segments viz Dry fruits
- Focus on brand building and distribution
- Premiumization drive across business segments viz biscuits, sports nutrition and Nutrela
- Revamping Nutraceuticals business with new product categories



Edible Oils

- De-risking the business with strong risk management systems
- Drive margins through distribution expansion and brand building in high margin sunflower and mustard oil category
- Global supply chains for margin expansion
- Focus on premium and blended Oils
- Integrated value chain through Oil Palm



Leveraging Established Brands

Presence across mass, value and premium segments

Strong Brands in Key Segments	Nutrela Soya Chunks	Ruchi Gold	Patanjali Cow Ghee	'Doodh' Biscuit	Patanjali Honey
	₹385 Cr	₹9,329 Cr	₹1,206 Cr	₹826 Cr	₹300 Cr

- Branded Sales amounts to ₹24,300 Cr and constitutes 77% of the total revenue
- Leveraging power brands and their extensions
- Strengthen industry position by developing new products to capitalize on emerging trends

Foods Business (10%)




- Branded Sales is ₹2,419 Cr
- 1st year of operations

Edible Oils (81%)




- Branded Sales is ₹19,761 Cr
- Y-o-y growth is 15%

Nutrela (2%)



- Branded Sales is ₹385 Cr
- Y-o-y growth is 9%

Biscuits (5%)



- Branded Sales is ₹1,228 Cr
- Y-o-y growth is 46%

Nutraceuticals (2%)



- Branded Sales is ₹508 Cr
- Y-o-y growth is 126%

Distribution Architecture

Principle forte of the company - Omni channel distribution network



Modern Trade & eCommerce

- Contributes to Over ₹1,300 Cr revenue
 - Growing more than 25% year-on-year
- Strong focus on growth in new-age channels
- Available in majority of modern retail store universe
 - Products listed on leading eCommerce platforms

Direct To Customer (D2C)

- E-Store for Company products
- Specialized webstore for Nutraceuticals products
- 'OrderMe' D2C App has over 1 million registered users

Exports

- Exports to 33 countries – more than ₹500 cr annually
- Channel for branded products – Biscuits & Nutraceuticals
- Nutraceuticals exports started for New Zealand and Nepal

Company-owned Infrastructure

Strategically located units with easy access to National Highways, railway rakes and port



**Edible Oils
and FMCG
Business**

Particulars	Capacity (p.a.)	Locations
Oilseed extraction	3.91 million MT	10
Edible oil refining, vanaspati and bakery fats	3.93 million MT	14
Tsp and soya flour	1,85,000 MT	3
Biscuits	27,900 MT	1
Wind power generation	84.60 MW	11
Food plant	125 TPH	4
Contract Manufacturing Units	-	47
Foods R&D Facility	-	1



**Oil Palm
Business**

Particulars	Details
Allocated Area for Plantation	6.28 lakh Hectares
Area Utilized	63,816 Hectares
Oil palm mills	0.9 million MT
Farmer information cum FFB collection centres	171
Fertiliser Godown	23
State-of-art Nurseries	26
Planting Material Available	4.6 millions

**Adhering to High
Quality
Standards**



People-Centric Approach of Business

Large workforce to propel the growth of new businesses

Our Leadership Team:



Sanjeev Asthana
CEO



Sanjeev Khanna
COO



Kumar Rajesh
CFO



Ajay Malik
Edible Oils



Sanjay Goyal
Operations



Mallesham Poola
Palm Plantation



Rakesh Sharma
Foods



Apoorva Kumar
Nutraceuticals



Pawan Arora
Nutrela



Umang Marwah
Biscuits

Great Place To Work® - Second year in a row
(2022-23 & 2023-24)

Steering Digital Transformation

Major initiatives in place to increase operational efficiencies and increase sales



Digital Platforms

Focusing on Digital Platforms to cater to the changing consumer preferences and personalize the user experience



Order Me

Initiatives like 'Order Me' app helps improving customer satisfaction



IT Capabilities

Focusing on enhancing IT Capabilities and Automation to improve overall efficiency



Tableau

Implementation of Tableau has successfully enhanced data visibility



BPOS

BPOS implementation is helping in seamless tracking of secondary sales and sales at the retailer level.



B-FORCE

B-FORCE is being used for sales force automation, helps in Attendance Management, Expense Management, Complaints, Payments, Target Management.



Geotagging

Geotagging of the farmers' fields helps them in better crop management to ensure quality palm production



Advanced version of SAP

Implemented an advanced version of SAP for better data processing and a more secure data framework in the organization

Our Corporate Stewardship and ESG Compliance



Environmental

- Ecological balancing and carbon sequestering through plantation
- Water Management through MEE[†] & ZLD[‡] plants
- 17% of energy consumption is from renewable sources
- Saving 1,16,000 tCO₂ equivalents through windmill operations



Social

- Working towards self- sufficiency in palm oil
- Farmer Producer Organizations (FPO) – MoU with SFAC for establishing 150 FPOs
- Engagement with local communities across our plant locations



Governance

- Independent Audit & Risk committee
- Experienced Board
- Labor Practices

[†]Multiple Effect Evaporator, [‡] Zero liquid discharge

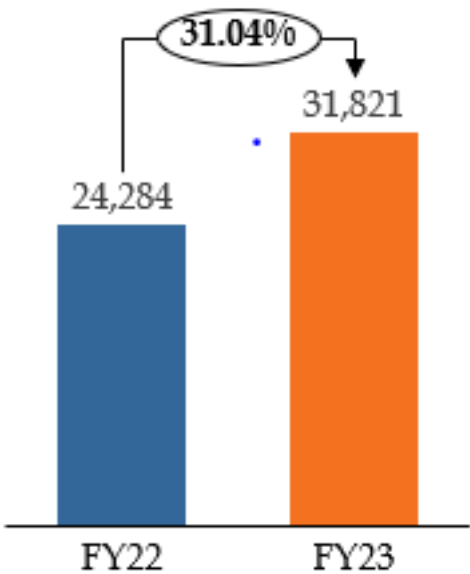
Financial Performance



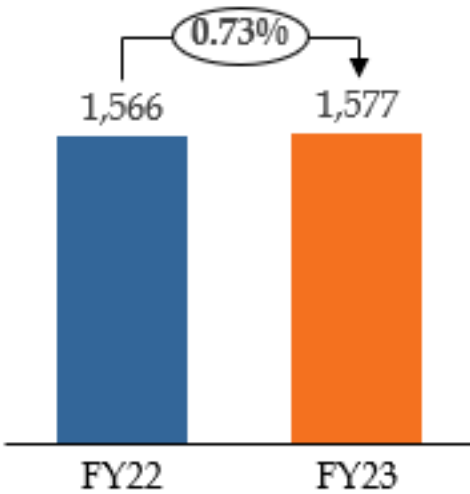
**Highest ever annual
Total Income**

**Total Income crosses
INR 30,000 Cr**

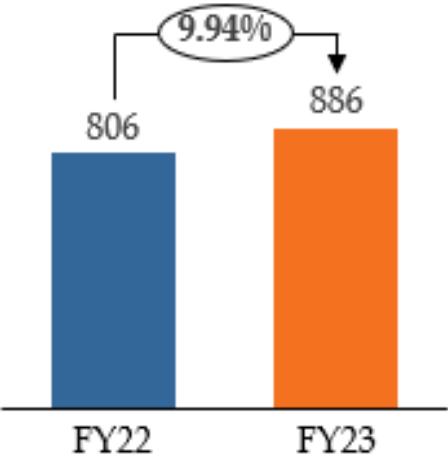
Total Income



EBITDA



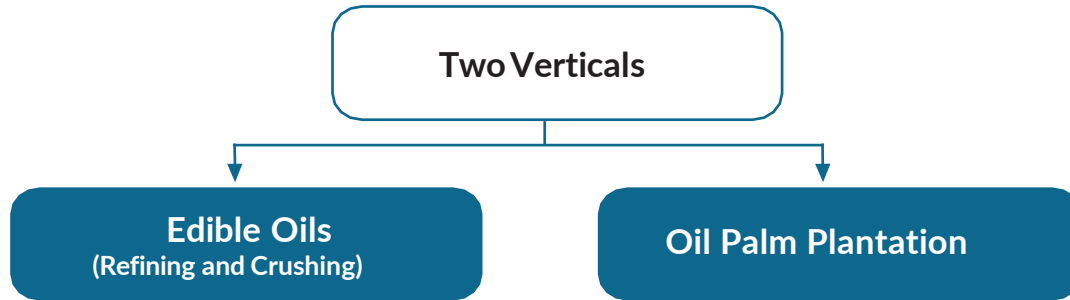
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All values in ₹ Cr

Edible Oil Business

Legacy business



₹25,267 Cr

Annual Revenue for FY23

₹231 Cr

EBITDA for FY23

Key Strengths:

- Established for over three decades in the business
- Mass products – huge volumes – large consumer reach
- Large company-owned infrastructure
- Strong established brands – Mahakosh, Ruchi Gold
- Strong Risk Management
- Control over supply chain - Backward Integration

Strategy for scaling up:

- Reducing share in overall business
- Premium Oils
- Branding
- Integrated Value Chain – lesser dependence on imports
- De-risking through hedging & continuous churning

Edible Oils Vertical (1/2)

- Focus on profitable growth with increasing volumes

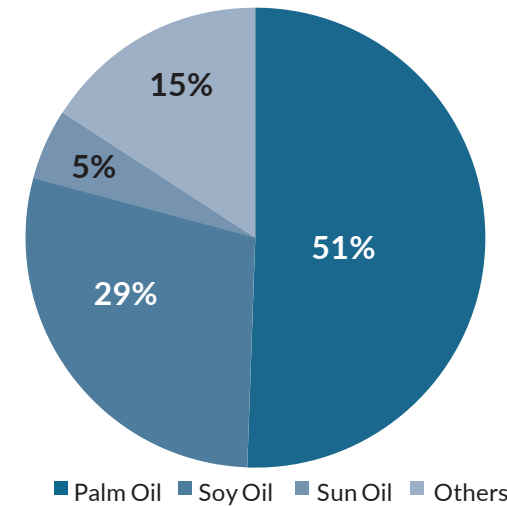
₹24,106 Cr

Annual Revenue for FY23

₹15 Cr

EBITDA for FY23

Share in Revenue



- Reducing share in overall revenue as the high-margin FMCG business is growing
- Efficiently managing the edible oil price volatilities through:
 - Secured supplies with 72% Imports and 28% Domestic
 - Independent risk committee in the company
 - Hedging at international exchanges

Edible Oils Vertical (2/2)

Major initiatives in place to increase operational efficiencies and increase sales

Strong Infrastructural Support

- Large Oil refining infrastructure and capacity of 3.93 million MT
- A key player in seed crushing industry
 - 10 crushing plants with capacity of 3.91 million MT
 - In-land plants are located in key soyabean and mustard producing areas
- One of the largest exporters of Soya by-products in the country
 - Strong demand for non-GM soybean meal from the international markets

Strategic Focus Areas

- Distribution network with 4,000 Distributors and 250,000 retail outlets
- Thrust towards Premium and blended oils for better profit realization
- Product Innovations and Fortifications with micronutrients

Robust portfolio of brands



- One of the leading palm oil brands in the country



- Focused on middle income segment with multiple oil varieties



- Mid market sunflower oil brand
- Scalable growth opportunity



- Premium & Blended Oils



- Strong brand in Mustard Oil
- Product range has premium oils like Rice Bran Oil and Groundnut oil



- Strong recall in various parts of North, East, Central & West India

Oil Palm Plantation Vertical (1/2)

Fully Integrated value-chain from seeding to refining

₹1,161 Cr

Annual Revenue for FY23

₹216 Cr

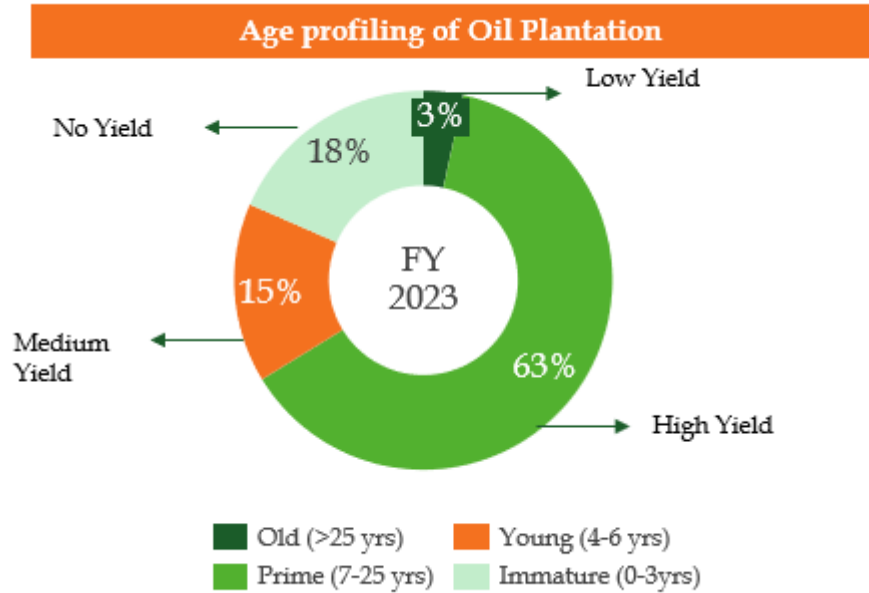
EBITDA for FY23

- **One of the largest player in the country based on allocated area**
- **Public Private Partnership allows company to maintain an asset-light business model**
 - Tripartite agreement between Farmers, Government & Company
- **Financial assistance from National Mission on Edible Oils – Oil Palm at each step of the value chain**
 - Subsidy for planting material
 - Maintenance/Inter-crop assistance
 - Subsidy for nursery and oil palm processing mill establishment
- Tie-up with leading overseas suppliers for clonal planting material and establishment of seed gardens.
- GEO tagging and other technological support

Oil Palm Plantation Vertical (2/2)

Going Forward: Massive Infrastructure Expansion

63,816 hectares
Plantation Area
Total allocated area is 0.6 mn ha



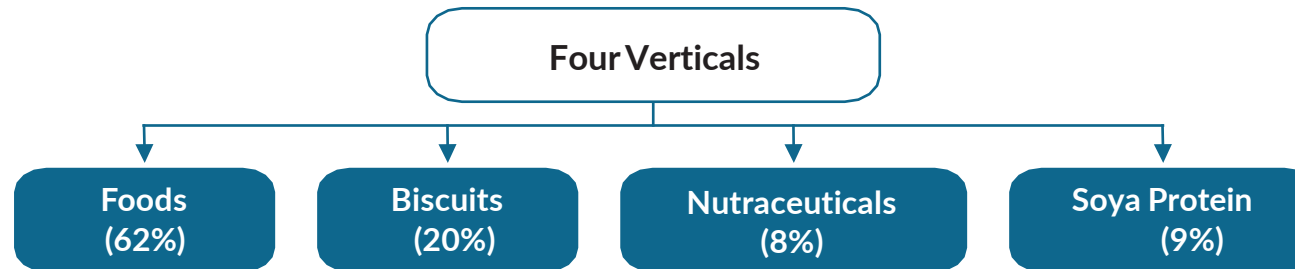
Growth Drivers

- MoU signed with 12 state governments
- Our first ever oil mill being established in eastern India
- Establishment of company-owned seed gardens
- Long-term Annuity business with high-margin returns

63% of current plantation falls in 'Prime' age with high yields

FMCG Business

Fastest growing segment with 20% share



₹6,218 Cr

Annual Revenue for FY23

₹1,137 Cr

EBITDA for FY23

Leveraging robust distribution network and brand equity built over 40 years

Recent consumer shift towards health and wellness

- **Navigating the competitive FMCG space through:**
 - Premiumization & New Product Launches
 - Distribution through Modern Trade, D2C & e-commerce
- Catering to the different segments
- Building stability in business with higher margins
- Aligned to the consumer shift of health and wellness
- Capitalize on the success and high recall of Nutrela & Patanjali brands

Foods Vertical

Offering uniquely positioned healthy food products through our distribution network and strong brands

₹3,953 Cr
Annual Revenue for FY23

₹718 Cr
EBITDA for FY23

8
Product Categories

242
Products


500+
SKUs

Increasing consumption of packaged and branded foods consumption

Positioning around health and wellness resonates with consumers

Outperforming the Market with Growth Drivers

- Strong brands in premium segments



Patanjali Cow Ghee
₹1,206 Cr



Patanjali Honey
₹300 Cr

- Expanding product offerings with healthy, innovative products backed by in-house R&D
- Quality products with better margins
- Synergies with the established legacy businesses
- Increasing reach through new channels like Modern trade, eCommerce, Q-commerce and D2C
- Expanding to geographies in Southern India

Biscuits Vertical

₹1,268 Cr

Annual Revenue for FY23

₹119 Cr

EBITDA for FY23



**Patanjali
'Doodh'
₹ 826 Cr**

Major Categories (93% contribution to the company's sales) – Doodh, Nariyal, coconut crunch, cream, cookies and Marie biscuits

10 manufacturing units – 14,500 tons per month

Strategy going forward would be Premiumization and New Product Launches

- 10% contribution from premium range products:
 - New Products
 - Facelift of company in urban markets
- Strategic expansion of manufacturing base across the country



Nutraceuticals Vertical (1/3)

Emerging Player with consumer offerings based on Ayurveda and Modern Science

₹509 Cr
Annual Revenue for FY23

₹211 Cr
EBITDA for FY23

22
Products

35
SKUs

- An Indian Nutrition Brand with multiple certifications
- E-commerce growth as primary consumer channel.
- Revamped segmentation to cater all age groups
- Own manufacturing unit
- Continuous innovations and product enhancements at our R&D facility
- Growth in the industry with 2000 Distributors & 250,000 Retailers
- Exports sales started for New Zealand and Nepal

Nutraceuticals Vertical (2/3)

Product categories: 22 Products and 35 SKUs

Health Food Drinks

Proteins with added advantage of Botanical extracts to fulfill daily needs



Vitamin & Minerals Supplements

Multivitamin and Minerals for daily Nutritional needs



Sports Nutrition

Whey Protein & Mass gainers for fitness enthusiast



Nutraceuticals Vertical (3/3)

Build Premium Brands in High Value Growth Segments | New Brand Storyboard



Introduce New and Innovative Delivery

- Gummies
- Effervescent Tablets
- Energy Drinks
- Energy Bars
- Sublingual Strips
- Vitamin Mouth Sprays

Expand Distribution Networks

- D2C Platform
- E-Commerce
- Marketplaces
- Exports
- Modern Trade

Investments in Marketing & Advertising

- Sporting Events
- Outdoor Branding
- Social Media
- Print Advertisement
- TV Commercials
- Performance Marketing

Premiumization of Categories: Line Extensions, Product Enhancements & New Launches

- New Packaging
- New Flavors
- New Products

- 100% Organic, Non-GMO
- Bio-fermented Vitamins
- Preservative free

Soya Protein Vertical

₹488Cr

Annual Revenue for FY23

₹89 Cr

EBITDA for FY23



Three company-owned manufacturing plants with capacity of 1,85,000 MT p.a.

Going Forward

- Becoming an umbrella FMCG brand with health and super-food offerings.
- Brand Building: focussed advertising, marketing efforts to strengthen Nutrela brand
- New Product Development & Launch: Introduction of Millet Based Products in Breakfast cereal category



- Distribution & Retail Reach: Leverage existing distribution & expanding reach
- Multi-Channel Growth: Initiation of export to UK, USA, Canada, Middle East; focus on MT & E-commerce

New Verticals

Biscuits Exports

- Leveraging flagship brands of Patanjali, Nutrela and Sunrich
- Customized products with high Quality to suit the country needs



Dry Fruits

- Distribution-led business while leveraging our existing modern trade, eCommerce and D2C channels
- Secured supplies with strategic international alliances:
 - The Wonderful Company – world’s largest player in pistachio
 - Mariani Nuts – large player in almonds



Distinguished Board Backed by Patanjali

Experienced in the FMCG, food and agro based foods industry



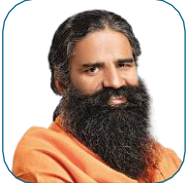
Acharya Balkrishna Ji
Chairman & Non-Executive Director

- Received the “UNSDG 10 Most Influential People in Healthcare”
- Managing Director of Patanjali Ayurved Limited from Oct, 2007
- General secretary of Divya Yog Mandir Trust
- “Indian of the year business category -2017” award by CNN-News 18 in 2017



Dr. Tejendra Mohan Bhasin
Independent Director

- Ex-vigilance commissioner of the Central Vigilance Commission, appointed by the President of India
- Former Executive director on the board of United Bank of India and the chairman and managing director of Indian Bank
- Chairman of Advisory Board for Banking Frauds constituted by the central vigilance commission, in consultation with RBI



Swami Ramdev Ji
Non-Executive Director

- President of Divya Yog Mandir
- Doctor of Science (Honoris Causa) from Dr. D. Y. Patil Vidyapeeth, Pune
- Doctor of Philosophy (Honoris Causa) from KIIT University, Bhubaneshwar
- Doctor of Science (Honoris Causa) from Amity University, Uttar Pradesh
- Doctor of Laws (Honoris Causa) from Berhampur University



Dr. Girish Ahuja
Independent Director

- Director on the boards of Amber Enterprises India Limited, Devyani Food Industries Limited, RJ Corp Limited, Flair Publications Private Limited, Unitech Limited, Sidwal Refrigeration Industries Private Limited, Ever Electronics Private Limited, Dharampal Satyapal Limited, Devyani International Limited
- Authored 22 books on the Indian taxation system
- CA and Doctorate in philosophy from Delhi University



Sh. Ram Bharat Ji
Managing Director

- Associated with the Patanjali Group for a decade having joined on October 1, 2011
- Associated with our Company since implementation of the Patanjali Resolution Plan
- Also serves as non-executive director and director on boards of other Patanjali Group of companies



Justice Gyan Sudha Misra (Retd.)
Independent Director

- She is a retired Judge of the Supreme Court of India
- Director on the boards of Indiabulls Housing Finance Limited, Yaari Digital Integrated Services Limited, Olectra Greentech Limited.

The Road Ahead



- Riding the consumption growth story of India



- Sustainable EBITDA expansion



- Drive towards premiumization to cater classes along with masses



- Expanding the strong multi-channel distribution network across the country



- Repositioning itself towards higher margin trajectory of profits



- Oil palm in steady-state will be a huge driver

Annexures

New Product Launches - Nutrela



New Product Launches - Nutraceuticals



PATANJALI[®]



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(Formerly known as Ruchi Soya Industries Limited)

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